

Editorial Index

Shopping Center World

Volume 17-1988

Numbers 1-13

Editor's Note: The index covers editorial material from the January 1988 through the December 1988 issues of *Shopping Center World* and the *Shopping Center World Product and Service Directory*.

Each entry in the index is followed by the month and page number of the issue in which the material was published. All "Dir" listings refer to the Sept. 15, 1988, 13th Annual Product and Service Directory. All listings preceded by "S" refer to articles in the leasing guide supplement, which is found in the December 1988 issue.

The articles included here are indexed by the headings that appear in *Shopping Center World*, such as Construction Concerns, Lease Language, Leasing Issues, In My View, New Center, Product Overview, Renovation Case Study, Retail Review, Retailing for Developers, State Review and Washington Watch. Those articles that cannot be indexed by the above categories can be found under the heading Articles, Feature. All articles are cross-indexed by author, subject matter and location, where necessary. All authors can be found under the Authors heading.

In addition to the 50 states, articles have been indexed by the following subjects: Asbestos Overview, Canada, Computer Management, Demographics, Design, Expansions, Financing, HVAC, Insurance, Landscaping, Lighting, Maintenance, Management, Marketing, Roofing, Security, Specialization and Urban Retail.

A

ALABAMA	
From Smokestacks To Supercomputers (state review)	Dec 151
ARIZONA	
Desert Cities Are Flourishing (state review)	Feb 81
Keeping Up With The Scottsdale Market (Scottsdale Fashion Square)	Oct 140
ARTICLES, FEATURE	
Acquisitions/Mergers Reshape Marketplace — John McCloud	Jan 54
As Goes The World, So Goes The Center — Tracey Hall, CMD	May 124
Buying Retail Chains (Crown American/Hess's) — Mary Jo Guidry Hess	Oct 102
Census Shows Hotspots In Retail Development — Miriam Romain	June 50
Compensation Report, 1988 — Huntress Real Estate Executive Search	Oct 150
Contractors Build Stronger Relationships — Steven Bergsman	Sep 22
CRAMMM Offers Window of Opportunity — William R. Green	Feb 58
Create A Retail Identity — Elinor Selame	Feb 60
Dallas Center Merges Retail, Entertainment	Oct 64B
Dedication To Service Guides Retailer's Success — John McCloud	May 272
Design & The Bottom Line — John McCloud	Sep 30
Developer Adds Women, Minorities To Franchise Roster — Mary Jo Guidry Hess	Dec 532
Drexel Development: Off and Running	Dec 43
Entertainment Anchor Appeals To Regionals	May 328
Evolution In Retail Development, An (power centers) — Larry Lupas	Oct 234
Experienced Brokers Network In IRR — Lorna Gentry	May 110
Foreign Investment Enters Retail Market — Mark A. Goodman	May 138

ARTICLES, FEATURE (continued)

Grand Style of Zeckendorf, The — Lorna Gentry	Oct 90
"Hello, Where Do You Want To Be?" — Mary Jo Guidry Hess	May 249
Historic Retailing Revisited — David P. Bossy & Michael D. George	Dec 526
Industry Combines Old And New — John McCloud	Feb 46
Institutional Investor Strong On Retail — Constance Brittain	May 132
Keep Pace With A Dynamic Market — John McCloud	Apr 50
LJ Hooker Breaks Ground — Mary Jo Guidry Hess	May 284
Lenders Lining Up For Retail Values — Phyllis Feinberg	Oct 218
Looking at the Stats	Dec 537
Mall Fare: A Moveable Feast — John McCloud	July 32
Marketing Guide Educates Managers — Norman C. Rosenthal	May 120
Modernization Marks Canadian Development — Lisa W. Buchholz	Mar 72
New Centers Boom Coast To Coast — Lorna Gentry	July 26
New Specialty Stores Ride Wave Of Success — Lisa M. Pritchard	Aug 24
New Lease On Life For Strip Centers — Gregory Tabb	June 46
An Old Concept In A New Package — John McCloud	Aug 32
One-Stop Property/Tenant Shopping (Lease Property Network) — Lorna Gentry	Dec 535
Overview Is Crucial For A Timely Opening — John McCloud	Mar 36
Pro-Development Allies — Southern Co.	Oct 205
Property Loss Can Be Made Easier — Neal Novak	May 148
Putting Amenities To Work — John McCloud	June 36
Real Estate Not Yet A Presidential Issue — Kim Beury	Oct 94
Rejuvenation Gains Popularity — Horner Development Co.	Oct 120
Renovation Theme Combats "Sameness"	Dec 34
Retail Expansion Moves Full Steam Ahead — Steven Bergsman	Dec 56
Retail Growth Moves Downtown — John McCloud	Apr 42
Retail's Role In Mixed-Use Development — Marc Hequet	Nov 41
Select A Landscaper To Improve Curb Appeal — Alex Rey and Gaston Ruiz	May 160
Slowdown Fails To Faze Developers — John McCloud	Nov 34
Spreading Risk and Counting Profits — John McCloud	Dec 532
Store Design Takes Time — Gerald A. Fornell	May 302
Strips Step Into The Spotlight — Mary Jo Guidry Hess	June 42
Subway Enhances Urban Mixed-Use Foot Traffic — Mary McKernan	Nov 46
Temporary Leasing A Permanent Program — Jill Kirkpatrick	July 36
To Mall Or Not To Mall? — Howard L. Green and Joan E. Primo	May 142
Upscale Malls Move Toward Specialization — Michael N. Hirschfeld	Apr 56
When To Call In An Architect — Philip M. LeBoy	May 150

ASBESTOS OVERVIEW

A Dose Of Precaution Helps Avoid Mistakes	May 380
Asbestos Takes Many Forms	May 396

ASBESTOS OVERVIEW (continued)

Independent Consultants Help Minimize Risks	May 382
Legal Guidelines Are In Place	May 400
Mall Meets Abatement Challenge	May 390
Selection Of A Contractor Has Far-Reaching Implications	May 386
Teamwork Is Key To Asbestos Abatement	May 384
AUTHORS	
Arbuss, Steven B. (Pircher, Nichols & Meeks) — Involving Tenants In Promotions	Oct 58
Arbuss, Steven B. (Pircher, Nichols & Meeks) — License Agreements Outline Relationships	July 14
Arbuss, Steven B. (Pircher, Nichols & Meeks) — Operating Covenants Crucial To Bottom Line	Nov 22
Arbuss, Steven B. (Pircher, Nichols & Meeks) — Percentage Clauses Affect Rent	May 156
Arbuss, Steven B. (Pircher, Nichols & Meeks) — Will Your Tenants Be At The Grand Opening?	Mar 14
Bambarger, Brad — Lone Star State In Retail Upswing (Texas State Review) ..	Oct 253
Baron, Mort (ROCS Trend Stores) — Independent Retailers: Ingredients For Success	Sep 20
Barron, Richard M. — Market Follows Upward Growth Pattern (North Carolina State Review)	Mar 88
Barron, Richard M. — Retail Demand Remains Constant (South Carolina State Review)	Mar 93
Bean, Nelson (Evans American Corp.) — A Dose Of Precaution Helps Avoid Mistakes	May 380
Benson, Arthur J. (Sure Air Ltd.) — Controlling Operations Costs	Oct 240
Bergsman, Steven — Contractors Build Stronger Relationships	Sep 22
Bergsman, Steven — Retail Expansion Moves Full Steam Ahead	Dec 56
Beury, Kim — Real Estate Not Yet A Presidential Issue	Oct 94
Bossy, David P. (Mid-America Real Estate Corp.) — Historic Retailing Revisited	Dec 526
Boyd, Charles Chief (BSW Architects) — Eliminating Surprises From Building Officials	May 442
Brill, William H. (William Brill Associates Inc.) — Mall Security Now Saves Trouble Later	May 418
Brittain, Constance — Institutional Investor Strong On Retail	May 132
Brown, Mary Daniels — Retail Optimism Evident In "Show Me" State (Missouri State Review)	Feb 106
Buchholz, John D. — Centers Are Designed With Consumers In Mind	Feb 52
Buchholz, John D. — Let The Software Suit The Task	Mar 25
Buchholz, John D. — Property Maintenance Is Essential	Jan 32
Buchholz, John D. — Put The Right Roof Over Your Head	Feb 28
Buchholz, Lisa W. — Modernization Marks Canadian Development	Mar 72
Buchholz, Lisa W. — Wellpet Is Becoming Man's Best Friend	June 22
Buchholz, Lisa W. — Your Choice Bids For Budget Shopper	Mar 24
Calderone, Anthony (Carrier Corp.) — How Utilities Calculate Commercial Rates	Dir 14
Callaway, Joseph — Temporaries Provide Win-Win Situation	July 16

AUTHORS (continued)

Carlin, Sara — "Catching Up" Not Hard To Do (Michigan State Review)	Aug 72
Carlin, Sara — Northwest Attracts New Players (Washington State Review)	June 53
Carlin, Sara — Retail Development In Full Swing (Ohio State Review)	July 58
Carlin, Sara — Retail Store Provides Year-Long Health Fair	May 90
Carlin, Sara — Second Chance At A First Impression, A	Oct 172
Carlin, Sara — Waiting For Take-Off (Colorado State Review)	Sep 55
Ciandella, Don — Developers Proceed With Caution (Indiana State Review)	July 64
Collins, Lisa — Development Fears Are All Wet (Iowa State Review)	Nov 58
Connor, Patti — Capital Area Sees Rapid Retail Growth (Maryland/Washington, D.C. State Review)	Apr 86
Connor, Patti — Retail Picture Grows Brighter (Virginia State Review)	Apr 90
Coppersmith, James D. (The Goodman Co.) — Control CAM Costs To Enhance Prospects	Apr 20
Cornish, Kathy — Aggio, Tailor-Made For Today's Customer	May 83
Cornish, Kathy — Finding Big Success In Small-Sized Apparel (Kids Mart/Little Folk Shops)	Dec 524
Cornish, Kathy — Fuller Brush Co. Sets Up Shop	July 15
Cornish, Kathy — Smaller Projects Flourish In Dairy Capital (Wisconsin State Review)	Aug 68
Cornish, Kathy — Sports Fantasy Wins In Retail Game	Aug 19
Cornish, Kathy — T. Deane Reaches For Large-Size Market	Sep 14
Cornish, Kathy — That's The Ticket (Blockbuster Video)	Oct 80
Cornish, Kathy — TransWorld Is Music To Developers' Ears	May 86
Cornish, Kathy — Youth Fair Caters To Baby Boomer's Kids	May 84
Cox, Charles — From Smokestacks To Supercomputers (Alabama State Review)	Dec 151
Crosson, Michael (Jon Greenberg & Associates) — Design Affects Market Share	May 312
Darnell, Tim — New Retail Projects Dot Kansas Landscape	Feb 103
Davis, Joyce — Oil Industry Problems Ooze Into Retail Arena (Louisiana State Review)	Dec 44
DeBartolo, Edward J. (The Edward J. DeBartolo Corp.) — New Year Brings New Challenges	Jan 190
DeFranks, Teresa — The Industry Takes On City Hall	May 439
DeFranks, Teresa — Proper Lead Time And Communication Are Vital	May 443
DeFranks, Teresa — Would You Do It Again?	May 432
DeLuca, Fred (Subway) — Tapping The Franchise Market	Dec 518
Donovan, Colleen (Pitney, Hardin, Kipp & Szuch) — Environmental Statutes Require Forethought	June 16
Donovan, Colleen (Pitney, Hardin, Kipp & Szuch) — Must Landlords Mitigate Damages?	May 154
Donovan, Colleen (Pitney, Hardin, Kipp & Szuch) — Sharing CAM Costs Without Surprises	Aug 20
Dreyfuss, Norman (Rossmoor-IDI Associates, International Developers Inc.) — Knowing Demographics Spells Success	May 404
Duke, Ron (Hazardous Materials Engineering Inc.) — Selection Of A Contractor Has Far-Reaching Implications	May 386
Eichler, Richard S. (Winmar Co.) — Opening The Door For Local Retailers	Oct 76
Feinberg, Phyllis — Lenders Lining Up For Retail Values	Oct 218
Ferguson, Tom — Mall Meets Abatement Challenge	May 390
Ferguson, Robert L. (May Centers Inc.) — Specify Expectations To Entire Staff	Mar 108
Fisher, Morton P. Jr. (Frank, Bernstein, Conaway & Goldman) — Public Funding Alters Lease Requirements	Apr 17
Flom, Mark Alan (JNB Property Management Co.) — Flying Dirigibles Through Snowstorms	May 488
Fong, Allen (Fong & Associates) — Im-	

AUTHORS (continued)

proving People Places With Landscaping	Sep 42
Fornell, Gerald A. (Chicago Design Group) — Store Design Takes Time	May 302
Frank, Norma (Colorado Lighting Inc.) — Maintenance Is Key To Continued Effectiveness	Nov 51
Gauntt, Tom — Dramatic Growth Belies Anti-Development Image (Oregon State Review)	June 60
Gentry, Lorna — Breaking New Ground (Village Crossing)	Oct 144
Gentry, Lorna — Experienced Brokers Network In IRR	May 110
Gentry, Lorna — Grand Style of Zeckendorf, The	Oct 90
Gentry, Lorna — New Centers Boom Coast To Coast	July 26
Gentry, Lorna — One-Stop Property/Tenant Shopping (Lease Properties Network)	Dec 535
George, Michael D. (Mid-American Real Estate Corp.) — Historic Retailing Revisited	Dec 526
George, Michael D. (Mid-America Real Estate Corp.) — Pro Broker Is Single Source	June 19
Gershenson, Richard (Ramco-Gershenson Inc.) — Creating An Evening Showcase	May 412
Gilkeson, David R. (Lochman Specialty Contracting Inc.) — Asbestos Takes Many Forms	May 396
Gintell, Howard (Peckins, Gintell & Associates Ltd.) — Mall Promotions Need Synergism	Oct 182
Goodman, Mark A. (Mark Goodman Associates) — Foreign Investment Enters Retail Market	May 138
Green, Howard L. — To Mall Or Not To Mall?	May 142
Green, William R. (Green Hiltcher Shapiro Ltd.) — CRRAMM Offers Window of Opportunity	Feb 58
Guthart, Bruce D. (Walter Kaye Associates) — Think Insurance Liability	Feb 62
Hall, Tracey (Tracey Hall & Associates Inc.) — As Goes The World, So Goes The Center	May 124
Handley, Susan (Tysons Corner Center) — "The Joy of Shopping"	Oct 190
Harwood, Ron (Illuminating Concepts) — Creating An Evening Showcase	May 412
Hequet, Marc — Retail's Role In Mixed-Use Development	Nov 41
Hequet, Marc — Twin Cities Lead State's Retail Boom (Minnesota State Review)	Oct 246
Hess, Mary Jo Guidry — Buying Retail Chains (Crown American/Hess's)	Oct 102
Hess, Mary Jo Guidry — Developer Adds Women, Minorities To Franchise Roster	Dec 532
Hess, Mary Jo Guidry — "Hello, Where Do You Want To Be?"	May 249
Hess, Mary Jo Guidry — LJ Hooker "Breaks Ground"	May 284
Hess, Mary Jo Guidry — A Mousetrap With A View	Aug 36
Hess, Mary Jo Guidry — Small Center Typifies Eisenberg Approach	May 254
Hess, Mary Jo Guidry — Strips Step Into The Spotlight	June 42
Hess, Mary Jo Guidry — There's No Place Like Home	May 266
Hirsch, Rudolph (Computer Security Associates Inc.) — Secure Your Personal Computer	Mar 25
Hirschfeld, Michael N. (The Hirschfeld Cos. Inc.) — Upscale Malls Move Toward Specialization	Apr 56
Hocker, David (David Hocker & Associates) — Pinpointing Future Needs	Oct 298
Johan, Michael (Johan Construction Inc.) — Cooperation Is The Key	June 86
Kana, Henry G. (K & T Safety Service) — Teamwork Is Key To Abatement	May 384
Kaplan, Bruce A. (Northern Realty Group Ltd.) — Two-Income Families Feed Downtown Retail	Apr 106
Keller, Bruce (Kalwall Corp.) — Sky-lighting An Enclosed Mall	Dir 18
Kennedy, Lynne — Making The Best Of Bad Times (Oklahoma State Review)	Sep 51
Kirkpatrick, Jill — Atlanta Is State's Economic Engine	Oct 267
Kirkpatrick, Jill — Larger Centers Prime In Empire State (New York State Review)	Mar 77
Kirkpatrick, Jill — Preparing For	

AUTHORS (continued)

Christmas	Sep 8
Kirkpatrick, Jill — Retail Heats Up Northern California	Apr 66
Kirkpatrick, Jill — Temporary Leasing (Is) A Permanent Program	July 36
Kraft, Elizabeth J. (Melvin Simon & Associates Inc.) — Small Centers Require Special Marketing	Aug 88
Krasnove, Edward (Pircher, Nichols & Meeks) — Involving Tenants In Promotions	Oct 58
Krasnove, Edward (Pircher, Nichols & Meeks) — License Agreements Outline Relationships	July 14
Krasnove, Edward (Pircher, Nichols & Meeks) — Operating Covenants Crucial To Bottom Line	Nov 22
Krasnove, Edward (Pircher, Nichols & Meeks) — Percentage Clauses Affect Rent	May 157
Krasnove, Edward (Pircher, Nichols & Meeks) — Will Your Tenants Be At The Grand Opening?	Mar 14
Kynoch, J. Brent (Asbestos Abatement Management Services Inc.) — Independent Consultants Help Minimize Risks	May 382
Lafler, Jay B. (Goodman Segar Hogan) — Establishing Successful Investor Relationships	Nov 30
LaPointe, Marilyn — Making The Best Of Bad Times	Sep 47
Lambert, Clay — Retail Growth Rests With Small Centers (Utah State Review)	Apr 82
Lasky, David (Bresler's Division of Oberweis Dairy Inc.) — Mall Tenants Need Advertising Alternatives	Jan 28
Layman, Jill — Desert Cities Are Flourishing (Arizona State Review)	Feb 81
LeBoy, Phillip M. (Phillip M. LeBoy Architects) — Codes and Permits Are Part Of The Game	Oct 72
LeBoy, Phillip M. (Phillip M. LeBoy Architects) — When To Call In An Architect	May 150
Ledbetter, Bureon E. Jr. (Chick-fil-A Inc.) — Retailers Need To Take Active Role	Mar 22
Lupas, Larry — An Evolution In Retail Development (power centers)	Oct 234
Margolis, Sidney (Rudnick & Wolfe) — Legal Guidelines Are In Place	May 400
McCloud, John — Acquisitions/Mergers Reshape Marketplace	Jan 54
McCloud, John — An Old Concept In A New Package	Aug 32
McCloud, John — Dedication To Service Guides Retailer's Success	May 272
McCloud, John — Design & The Bottom Line	Sep 30
McCloud, John — Downtown Malls: Doing More Harm Than Good?	Apr 46
McCloud, John — Industry Combines Old And New	Feb 46
McCloud, John — Keep Pace With A Dynamic Market	Apr 50
McCloud, John — Mall Fare: A Moveable Feast	July 32
McCloud, John — Overview Is Crucial For A Timely Opening	Mar 36
McCloud, John — Plug Marketing Into Development Cycle	Oct 178
McCloud, John — Putting Amenities To Work	June 36
McCloud, John — Retail Growth Moves Downtown	Apr 42
McCloud, John — Slowdown Fails To Faze Developers	Nov 34
McCloud, John — Spreading Risk and Counting Profits	Dec 532
McKernan, Mary — Subway Enhances Urban Multi-Use Foot Traffic	Nov 46
McNair, Sandy (Minicom Data Corp.) — Building Investor Confidence — Automation	Oct 244
Mulkey, Heather — High Rents, Growing Market (Connecticut State Review)	Nov 61
Murray, Avery (Gilbert/Robinson Inc.) — Small Is Better	July 74
Nelson, Sanford M. (Cooper Carry & Associates) — Lifestyle Changes Affect Design	Feb 120
Nichol, Fran — Ari Underfoot (Flooring Overview)	Dir 10
Nichol, Fran — Dramatic Growth Fans Optimism (Florida State Review)	Feb 84
Nichol, Fran — Exterior Elements Embellish Signage (Fascia Overview)	June 24

AUTHORS (continued)

Nichol, Fran — <i>HVAC Technology Proves Energy-Wise</i>	Apr 30
Nichol, Fran — <i>Managing Waste For Convenience, Profits</i>	Dec 26
Nichol, Fran — <i>Maximum Comfort, Maximum Sales (Landscaping and Amenities Overview)</i>	Sep 41
Nichol, Fran — <i>Narrowing Variables (Demographics)</i>	Oct 246
Nichol, Fran — <i>Product Range Knows No Bounds (Security Overview)</i>	July 18
Nichol, Fran — <i>Say It With Electronics (Electronic Signage Overview)</i>	July 38
Nichol, Fran — <i>Speed, Economy, Beauty (Are) Formula For Success (Pre-Engineered Building Systems Overview)</i>	June 28
Nichol, Fran — <i>Technology Improves Value Of Message (Signage Overview)</i>	Sep 36
Nolan, Michael Jr. (Pitney, Hardin, Kipp & Szych) — <i>Environmental Statutes Require Forethought</i>	June 16
Nolan, Michael Jr. (Pitney, Hardin, Kipp & Szych) — <i>Must Landlords Mitigate Damages?</i>	May 154
Nolan, Michael Jr. (Pitney, Hardin, Kipp & Szych) — <i>Sharing CAM Costs Without Surprises</i>	Aug 20
Novak, Neal (Alex Sill Adjustment Co.) — <i>Property Loss Can Be Made Easier</i>	May 148
Ogram, David R. (Ogram Architects) — <i>Designing In Performance</i>	Nov 74
Patinkin, Hugh M. (Marks Bros. Jewelers) — <i>A Retailer Knows His Concept Best</i>	June 20
Patinkin, Hugh M. (Marks Bros. Jewelers) — <i>Tenants Must Fight Lease Term Reduction</i>	Sep 21
Peterson, Eric C. — <i>Antitrust Ruling Affects Discounters</i>	July 17
Peterson, Eric C. — <i>Asbestos Removal (Is) A Tax-Deductible Task</i>	Dec 20
Peterson, Eric C. — <i>Bill HR-3545 Could Affect Real Estate</i>	Feb 18
Peterson, Eric C. — <i>Capital Gains Tax May Be Reduced</i>	Apr 18
Peterson, Eric C. — <i>Congress Slow To Simplify TRA 86</i>	June 14
Peterson, Eric C. — <i>Good And Bad News From The IRS</i>	May 128
Peterson, Eric C. — <i>IRS Intensifies Partnership Scrutiny</i>	Jan 26
Peterson, Eric C. — <i>Is Federal Money Being Improperly Channeled?</i>	Sep 18
Peterson, Eric C. — <i>Reconciliation Act Has Pros And Cons</i>	Mar 20
Peterson, Eric C. — <i>Tax Act Stirs Controversy</i>	Aug 16
Poole, Sheila — <i>Strong Market Instills Confidence (Kentucky State Review)</i> ..	July 63
Porter, J. Thomas (Thompson, Ventulett, Stainback & Associates Inc.) — <i>Bold, Glitzy, Practical (Lighting Overview)</i>	Nov 48
Portman, Robert (Hot Sam Cos.) — <i>The ABCs Of Service</i>	May 78
Powers, Justin C. — <i>Overcoming Obstacles Allows Retail Boom (Massachusetts State Review)</i>	Sep 52
Powers, Marie — <i>Panning For Retail Gold (Georgia State Review)</i>	Oct 260
Primo, Joan E. (Howard L. Green & Associates) — <i>To Mall Or Not To Mall?</i>	May 142
Pritchard, Lisa M. — <i>Atlanta Downtown Growth Typical Of Major U.S. Cities</i>	May 444
Pritchard, Lisa M. — <i>Construction Issues Spur Adversarial Relationship Between Developer And Retailer</i>	May 434
Pritchard, Lisa M. — <i>High-Energy Club Finds Winning Formula (Tijuana Yacht Club)</i>	Nov 24
Pritchard, Lisa M. — <i>New Specialty Stores Ride Wave Of Success</i>	Aug 24
Pritchard, Lisa M. — <i>Ol' Deli Breaks Fast Food Barriers</i>	May 88
Pritchard, Lisa M. — <i>Owners And Designers Square Off In CRAMMM Panel Discussion</i>	May 437
Pritchard, Lisa M. — <i>Pavilions Expands Its Specialty</i>	May 222
Pritchard, Lisa M. — <i>The Restoration Of Underground Atlanta Will Preserve Some Of The City's History</i>	May 430
Pritchard, Lisa M. — <i>Should Criteria Face Compromise?</i>	May 424
Pritchard, Lisa M. — <i>T-Shirts Plus...A Whole Lot More</i>	Dec 520
Pritchard, Lisa M. — <i>Units Dresses For</i>	

AUTHORS (continued)

Success	Oct 86
Pritchard, Lisa M. — <i>Visual Merchandising Benefits All</i>	May 438
Reiss, Dale Anne (Kenneth Leventhal & Co.) — <i>Thinking Small, For Bigger Profits</i>	Oct 230
Renk, Geoff (Kenneth Leventhal & Co.) — <i>Thinking Small, For Bigger Profits</i>	Oct 230
Rey, Alex (Land Design Systems Inc.) — <i>Select A Landscaper To Enhance Curb Appeal</i>	May 160
Romain, Miriam — <i>Census Shows Hot-spots In Retail Development</i>	June 50
Romain, Miriam — <i>How Does The Garden State Grow? (New Jersey State Review)</i>	Apr 74
Romain, Miriam — <i>New Center Revives Depressed Area</i>	May 408
Rosenblatt, Fred (Leonard, Street and Deinard) — <i>Environment Provisions Should Be In Leases</i>	Sep 16
Rosenblatt, Fred (Leonard, Street and Deinard) — <i>Improvement Costs Require Scrutiny</i>	Feb 20
Rosenblatt, Fred (Leonard, Street and Deinard) — <i>Workable Clauses Are Valuable Lease Assets</i>	Jan 22
Rosenfeld, Mike — <i>Trolley Square Emerges From History's Pages</i>	May 348
Rosenthal, Norman C. — <i>Marketing Guide Educates Managers</i>	May 120
Ruiz, Gaston (Land Design Systems Inc.) — <i>Select A Landscaper To Enhance Curb Appeal</i>	May 160
St. George, Karen — <i>Retail Growth Just Keeps Getting Hotter (So. California State Review)</i>	July 56
Schlinder, Burton — <i>Variety Typifies Marketplace</i>	June 66
Selame, Elinor — <i>Create A Retail Identity</i>	Feb 60
Sells, Harold E. (F.W. Woolworth Co.) — <i>Serve Consumer Better To Benefit Everyone</i>	Apr 22
Shenkman, Martin M. (Stern & Shenkman) — <i>Tax Tips For Leasehold Improvements</i>	Oct 242
Shrader, Joseph M. (JMB Property Management Co.) — <i>Food Court Enhances Shopping Atmosphere</i>	May 441
Sims, Jack (pdms Inc.) — <i>Full-Service Store Planning Can Strengthen The Chain</i>	May 426
Smith, Larry (Real Estate Planning Inc.) — <i>The Permit Process Can Go Smoothly</i>	May 440
Stern, Gene F. (G. Block Inc.) — <i>An Ounce Of Prevention</i>	Oct 98
Stern, John (Freshens Premium Yogurt) — <i>Food Courts Come Full Circle</i>	Feb 24
Tabb, Gregory (Tabb Associates Inc.) — <i>New Lease On Life For Strip Centers</i>	June 46
Taylor, John — <i>Cornhuskers Lend Developers An Ear (Nebraska State Review)</i>	Nov 53
Terry, Duane (Sprinkool Systems Inc.) — <i>Save Dollars, Make Sense</i>	Dir 20
Tregler, Mary Ann — <i>Body Shop Has Natural Flair, The</i>	Oct 78
Weiner, Michael S. (JMB Realty Corp./Urban Investment and Development Co.) — <i>Alternative Uses Make Customer Happy</i>	Aug 18
Weiner, Michael S. (JMB Realty Corp./Urban Investment and Development Co.) — <i>Centers Outnumber Quality Tenants</i>	Feb 22
Weiner, Michael S. (JMB Realty Corp./Urban Investment and Development Co.) — <i>Get The Mall Ready For 1990</i>	Jan 24
Weiner, Michael S. (JMB Realty Corp./Urban Investment and Development Co.) — <i>Leasing Control Maximizes Sales</i>	Nov 18
Weiner, Michael S. (JMB Realty Corp./Urban Investment and Development Co.) — <i>Owners Must Control Kiosk Variables</i>	Oct 62
Weiner, Michael S. (JMB Realty Corp./Urban Investment and Development Co.) — <i>Retailers: Stay Off The Bandwagon!</i>	May 158
Wertheim, Sid (Little King Restaurants) — <i>The Location Debate</i>	Dec 170
Wilson, Laurence A. (HCB Contractors; The Beck Co.) — <i>Anticipate The Challenges</i>	Sep 66
Wood, Barrie R. (Merry-GO-Round Enterprises Inc.) — <i>Specialty Concepts Meet Market Needs</i>	Aug 22

AUTHORS (continued)

Woolf, Kenneth (ProCoat Products Inc.) — <i>New Ceilings For Fraction Of The Cost</i>	Dir 8
Zimmerman, Richard L. — <i>Using Professional Consultants</i>	May 169
C	
CALIFORNIA	
Broadway Plaza Hits The Big Time	May 338
Bullock's Emphasizes Quality And Style	May 368
New Center Revives Depressed Area (Portales de Alisal)	May 408
Pacific Plaza's Remodel Scores Big All Around	July 24
Pavilions Expands Its Specialty	May 222
Retail Growth Just Keeps Getting Hotter (So. California review)	July 43
Retail Heats Up Northern California (No. California review)	Apr 66
CANADA	
Canadian Overview	Mar 72
Center Locations Progress Report	Feb 68
Chain Store Expansion Survey: A Leasing Guide	Dec 540
COLORADO	
Waiting For Take-Off (state review)	Sep 55
COMPUTER MANAGEMENT	
Let The Software Suit The Task	Mar 25
Secure Your Personal Computer	Mar 25
CONNECTICUT	
High Rents, Growing Market (state review)	Nov 61
CONSTRUCTION CONCERNS	
Checklist Of Services	May 170
Codes and Permits Are Part of the Game	Oct 72
Construction Awareness Changes Attitudes	May 173
Think Insurance Liability	Feb 62
Using Professional Consultants	May 169
When To Call In An Architect	May 150
CONSTRUCTION, RENOVATION AND MAINTENANCE, MATERIALS, MODERNIZATION — CRAMMM '88 CONFERENCE TOPICS (Jan. 31-Feb. 3)	
Atlanta Downtown Growth Typical Of Major U.S. Cities	May 444
Construction Issues Spur Adversarial Relationship Between Developer And Retailer	May 434
Eliminating Surprises From Building Officials	May 442
Food Court Enhances Shopping Atmosphere	May 441
Full-Service Store Planning Can Strengthen The Chain	May 426
Getting The Job Done Amicably	May 421
Industry Takes On City Hall, The	May 439
Permit Process Can Go Smoothly, The	May 440
Proper Lead Time And Communication Are Vital	May 443
Restoration Of Underground Atlanta Will Preserve Some Of The City's History, The	May 430
Should Criteria Face Compromise?	May 424
Visual Merchandising Benefits All	May 438
D	
DEMOGRAPHICS	
Knowing Demographics Spells Success	May 404
New Research Brings Transformation	May 318
DESIGN	
Centers Are Designed With Consumer In Mind	Feb 52
Design & The Bottom Line	Sep 30
Design Affects Market Share	May 312
Renovation Theme Combats "Sameness"	Dec 34
Second Chance At A First Impression	Oct 172
Store Design Takes Time	May 302
E	
EXPANSIONS	
Great Retailing Comes To Great Northern (Ohio)	May 226
Pavilions Expands Its Specialty (California)	May 222
F	
FINANCING	
Foreign Investment Enters Retail Market	May 138
Institutional Investor Strong On Retail	May 132
Lenders Lining Up For Retail Values	Oct 218
Tax Tips For Leasehold Improvements	Oct 242
Thinking Small, For Bigger Profits	Oct 230

FLORIDA

Dramatic Growth Fans Optimism (state review)	Feb 84
Open-Air Center Has Regional Draw (The Fountains: Shoppes of Distinction)	May 198
Opening Is Grand At Lakeland Square	May 176
Renovation Theme Combats "Sameness" (Pompano Square)	Dec 34
FOOD COURTS	
Mall Fare: A Moveable Feast	July 32

G

GEORGIA

Atlanta Downtown Growth Typical of Major U.S. Cities	May 444
Atlanta Is State's Economic Engine	Oct 267
Greenbriar Recaptures Glory Days	Jan 38
Mousetrap With A View, A (Maxim Drive-Up Window Center)	Aug 36
Panning For Retail Gold (state review)	Oct 260
Restoration Of Underground Atlanta Will Preserve Some Of The City's History, The	May 430

H

HVAC

HVAC Technology Proves Energy-Wise	Apr 30
How Utilities Calculate Commercial Rates	Dir 14

I

ILLINOIS

Avenue Atrium Evolves As Gateway To Chicago (900 N. Michigan)	Oct 110
Banking On Change (Ford City)	Oct 194
Breaking New Ground (Village Crossing)	Oct 144
Chicago's North Pier Enhances Waterfront	May 358
Ford City's Roots	Mar 34
Have You Seen Ford City Lately?	Mar 30
Variety Typifies Marketplace (Illinois State Review)	June 66
Winning Over The Community (Ford City)	May 295

IN MY VIEW

Anticipate The Challenges	Sept 66
Cooperation Is Key	June 86
Designing In Permanence	Nov 74
Flying Dirigibles Through Snowstorms	May 488
Lifestyle Changes Affect Design	Feb 120
Location Debate, The	Dec 170
New Year Brings New Challenges	Jan 190
Pinpointing Future Needs	Oct 298
Small Centers Require Special Marketing	Aug 88
Small Is Better	July 74
Specify Expectations To Entire Staff ..	Mar 108
Two-Income Families Feed Downtown Retail	Apr 106

INDIANA

Developers Proceed With Caution (state review)	July 64
--	---------

INSURANCE

An Ounce Of Prevention	Oct 98
Property Loss Can Be Made Easier	May 148

IOWA

Development Fears Are All Wet (state review)	Nov 58
--	--------

K

KANSAS

Downtown Mall Brings Mainstreet U.S.A. Back (Manhattan Town Center)	May 200
New Retail Projects Dot Kansas Landscape (state review)	Feb 103

KENTUCKY

Greenwood Becomes The Talk Of The Town	Dec 40
Strong Market Instills Confidence (state review)	July 61

L

LANDSCAPING

Improving People Places With Landscaping	Sept 42
Landscape Design Meets Challenges ..	May 162
Maximum Comfort, Maximum Sales ..	Dir 41
Select A Landscaper To Enhance Curb Appeal	May 160

LEASE LANGUAGE

Environment Provisions Should Be In Leases	Sept 16
Environmental Statutes Require Forethought	June 16

Involving Tenants In Promotions	Oct 58
License Agreements Outline Relationships	July 14
Must Landlords Mitigate Damages? ..	May 154
Operating Covenants (Are) Crucial To Bottom Line	Nov 22
Percentage Clauses Affect Rent	May 156
Public Funding Alters Lease Requirements	Apr 17
Sharing CAM Costs Without Surprises ..	Aug 20
Will Your Tenants Be At The Grand Opening?	Mar 14
Workable Clauses Are Valuable Lease Assets	Jan 22

LEASING ISSUES

Alternative Uses Make Customer Happy	Aug 18
Centers Outnumber Quality Tenants ..	Feb 22
Control CAM Costs To Enhance Prospects	Apr 20
Get The Mall Ready For 1990	Jan 24
Improvement Costs Require Scrutiny ..	Feb 20
Owners Must Control Kiosk Variables ..	Oct 62
Pro Broker Is Single Source	June 19
Retailers: Stay Off The Bandwagon! ..	May 158
Tenants Must Fight Lease Term Reduction	Sept 21

LEO EISENBERG CO. PROFILE

"Hello, Where Do You Want To Be?" ..	May 249
Small Center Typifies Eisenberg Approach	May 254
There's No Place Like Home	May 266

LIGHTING

Creating An Evening Showcase	May 412
------------------------------------	---------

LOUISIANA

Oil Industry Problems Ooze Into Retail Arena (state review)	Dec 44
---	--------

M

MAINTENANCE

Controlling Operations Costs	Oct 240
Property Maintenance Is Essential	Jan 32

MANAGEMENT

Building Investor Confidence — Automation	Oct 244
Establishing Successful Investor Relationship	Nov 30
Keep Pace With A Dynamic Market	Apr 50

MARKETING

As Goes The World, So Goes The Center	May 124
Banking On Change (Ford City)	Oct 194
Construction Awareness Changes Attitudes	May 173
"Joy Of Shopping, The"	Oct 182
Mall Promotions Need Synergism	May 120
Marketing Guide Educates Managers ..	Oct 178
Plug Marketing Into Development Cycle ..	Oct 178

MARYLAND

Capital Area Sees Rapid Retail Growth (state review)	Apr 86
--	--------

MASSACHUSETTS

Overcoming Obstacles Allows Retail Boom (state review)	Sept 52
--	---------

MICHIGAN

"Catching Up" Not Hard To Do (state review)	Aug 72
---	--------

MINNESOTA

Twin Cities Lead State's Retail Boom (state review)	Oct 248
---	---------

MISSOURI

Regaining Clout (Northwest Plaza)	Oct 126
Retail Optimism Evident In "Show Me" State (state review)	Feb 106

N

NEBRASKA

Cornhuskers Lend Developers An Ear (state review)	Nov 53
---	--------

NEVADA

Economy Is Rich In Silver State (state review)	Aug 78
--	--------

NEW CENTERS

Avenue Atrium Evolves As Gateway To Chicago (Illinois)	Oct 110
Breaking New Ground (Village Crossing, Illinois)	Oct 144
Bridgewater Becomes A Trendsetting Center (New Jersey)	May 178
Chicago's North Pier Enhances Waterfront (Illinois)	May 358
Complex Enhances Downtown San Antonio (Rivercenter, Texas)	Jan 46
Downtown Mall Brings Mainstreet U.S.A. Back (Manhattan Town Center, Kansas)	May 200
New Centers Boom Coast To Coast ..	July 26
Open-Air Center Has Regional Draw (The Fountains: Shoppes of Distinction, Florida)	May 198

NEW CENTERS (continued)

Opening Is Grand At Lakeland Square (Florida)	May 176
Outward Symbol Of Inward Lifestyles, An (Dublin Village Center, Ohio)	Dec 42
Retail Mix Is Solid As Oak (Oak Court Mall, Tennessee)	May 212
Take A Stroll Through The Parks (The Parks at Arlington, Texas)	May 190
NEW JERSEY	
Bridgewater Becomes A Trendsetting Center	May 178
How Does The Garden State Grow? (state review)	Apr 74
Kravco Mall Stimulates Under-Store Economy (Hamilton Mall)	Apr 76
Renovation Brings Greater Center Success (Woodbridge Center)	Feb 38
NEW YORK	
Larger Centers Prime In Empire State (state review)	Mar 77
NORTH CAROLINA	
Market Follows Upward Growth Pattern (state review)	Mar 88
Rethinking An Old Approach (Quaker Village)	Nov 26

O

OHIO

Drexel Development: Off And Running	Dec 43
Outward Symbol Of Inward Lifestyles, An (Dublin Village Center)	Dec 42
Retail Development In Full Swing (state review)	July 58

OKLAHOMA

Making The Best Of Bad Times (state review)	Sept 47
---	---------

OREGON

Creating A New Image (Beaverton Mall)	June 34
Dramatic Growth Belies Anti-development Image (state review)	June 60

P

PENNSYLVANIA

Downtown Restoration Revives Philadelphia (Mellon Independence Center)	Apr 35
Ivy Walls And Shopping Malls Are A Perfect Match (3401 Walnut)	May 230
Retailing Finds Niche In University Towns	May 230
Solid Foundation Supports Active Market (state review)	June 74

PRODUCT OVERVIEW

Art Underfoot (flooring)	Dir 10
Bold, Glittery, Practical (lighting)	Nov 48
Exterior Elements Embellish Signage (fascia)	June 24
How Utilities Calculate Commercial Rates (HVAC)	Sept 41
HVAC Technology Proves Energy-Wise	Apr 30
Let The Software Suit The Task	Mar 25
Maintenance Is Key To Continued Effectiveness (lighting maintenance)	Nov 51
Managing Waste For Convenience, Profits	Dec 26
Maximum Comfort, Maximum Sales (landscaping and amenities)	Sept 41
Narrowing Variables (demographics) ..	Oct 246
New Ceilings For Fraction Of Cost	Dir 8
Product Range Knows No Bounds (security)	July 18
Property Maintenance Is Essential	Jan 32
Put The Right Roof Over Your Head ..	Feb 28
Save Dollars, Make Sense (roofing) ..	Dir 20
Skylighting An Enclosed Mall (pre-engineered building systems)	Sept 18
Speed, Economy, Beauty (Are) Formula For Success (pre-engineered building systems)	June 28
Technology Improves Value Of Message (signage)	Sept 36

R

RENOVATION CASE STUDY

Broadway Plaza Hits The Big Time (California)	May 338
Bullock's Emphasizes Quality & Style (California)	May 368
Creating A New Image (Beaverton Mall, Oregon)	June 34
Downtown Restoration Revives Philadelphia (Mellon Independence Center, Pennsylvania)	Apr 35
Greenbriar Recaptures Glory Days (Georgia)	Jan 38
Greenwood Becomes The Talk Of The Town (Kentucky)	Dec 40

RENOVATION CASE STUDY (continued)

Have You Seen Ford City Lately? (Illinois)	Mar 30
Keeping Up With The Scottsdale Market (Scottsdale Fashion Square, Arizona)	Oct 140
Pacific Plaza's Remodel Scores Big All Around (California)	July 24
Regaining Clout (Northwest Plaza, Missouri)	Oct 126
Rejuvenation Gains Popularity	Oct 120
Renovation Brings Greater Center Success (Woodbridge Center, New Jersey)	Feb 38
Renovation Theme Combats "Sameness" (Pompano Square, Florida)	Dec 34
Renovation Unifies Western Plaza's Look (Tennessee)	May 332
Rethinking An Old Approach (Quaker Village, North Carolina)	Nov 26
Roebeling Meets Needs Of Changing Market (Everett Mall, Washington)	Oct 134
Trolley Square Emerges From History's Pages (Utah)	May 348
Winning Over The Community (Ford City, Illinois)	May 295
York Plaza Back In Heart Of Competition (South Carolina)	May 376

RETAIL REVIEW

Aggio, Tailor-Made For Today's Customer	May 82
Body Shop Has Natural Flair, The	Oct 78
Finding Big Success In Small-Sized Apparel (Kids Mart/Little Folks Shops) ..	Dec 524
Fuller Brush Co. Sets Up Shop	July 15
High-End Club Finds Winning Formula (Tijuana Yacht Club)	Nov 24
O! Deli Breaks Fast Food Barriers	May 88
Retail Store Provides Year-Long Health Fair	May 90
Selling Convenience Proves Profitable (Pak-Mail)	Jan 30
Shoemsmith Hits The Nail On The Head, The	Apr 28
Sports Fantasy Wins In Retail Game ..	Aug 19
T. Deane Reaches For Large-Size Market	Sep 14
T-Shirts Plus...A Whole Lot More	Dec 520
That's The Ticket (Blockbuster Video) ..	Oct 80
Trans World Is Music To Developers' Ears	May 86
Units Dresses For Success	Oct 86
Wellpet Is Becoming Man's Best Friend ..	June 22
Woolworth Pares Down To Boost Sales (Woolworth Express)	Feb 26
Your Choice Bids For Budget Shopper ..	Mar 24

RETAILING FOR DEVELOPERS

A Retailer Knows His Concept Best ..	June 20
The ABCs Of Service	May 78
Food Courts Come Full Circle	Feb 24
Independent Retailers: Ingredients For Success	Sep 20
Opening The Door For Local Retailers ..	Oct 76
Mall Tenants Need Advertising Alternatives	Jan 28
Retailers Need To Take Active Role ..	Mar 22
Serve Consumer Better To Benefit Everyone	Apr 22
Specialty Concepts Meet Market Needs ..	Aug 22
Tapping The Franchise Market	Dec 518
Temporaries Provide Win-Win Situation ..	July 16

ROOFING

Put The Right Roof Over Your Head ..	Feb 28
Save Dollars, Make Sense	Dir 20

S

SECURITY

Mall Security Now Saves Trouble Later ..	May 418
Product Range Knows No Bounds	July 18
Secure Your Personal Computer	Mar 25
Well-Planned Security Benefits All	July 20

SOUTH CAROLINA

Land Meets Sea At Myrtle Square Mall ..	Sep 31
Retail Demand Remains Constant (state review)	Mar 93
York Plaza Back In Heart Of Competition	May 376

SPECIALIZATION

Lines Blur Across Retail Spectrum	Apr 65
Historic Retailing Revisited (History of Specialty Center)	Dec 526
New Specialty Stores Ride Wave Of Success	Aug 24
Upscale Malls Move Toward Specialization	Apr 56

STATE REVIEW

Capital Area Sees Rapid Retail Growth (Maryland/Washington D.C.)	Apr 86
--	--------

STATE REVIEW (continued)

"Catching Up" Not Hard To Do (Michigan)	Aug 72
Desert Cities Are Flourishing (Arizona) ..	Feb 81
Developers Proceed With Caution (Indiana)	July 64
Dramatic Growth Fans Optimism (Florida)	Feb 84
Economy Is Rich In Silver State (Nevada)	Aug 78
How Does The Garden State Grow? (New Jersey)	Apr 74
Larger Centers Prime In Empire State (New York)	Mar 77
Making The Best Of Bad Times (Oklahoma)	Sep 47
Market Follows Upward Growth Pattern (North Carolina)	Mar 88
New Retail Projects Dot Kansas Landscape	Feb 103
Overcoming Obstacles Allows Retail Boom (Massachusetts)	Sep 52
Retail Demand Remains Constant (South Carolina)	Mar 93
Retail Development In Full Swing (Ohio) ..	July 58
Retail Growth Just Keeps Getting Hotter (Southern California)	July 43
Retail Growth Rests With Small Centers (Utah)	Apr 82
Retail Heats Up Northern California ..	Apr 66
Retail Optimism Evident In "Show Me" State (Missouri)	Feb 106
Retail Picture Grows Brighter (Virginia) ..	Apr 90
Strong Market Instills Confidence (Kentucky)	July 61
Smaller Projects Flourish In Dairy Capital (Wisconsin)	Aug 68
Waiting For Take-Off (Colorado)	Sep 55

T

TENNESSEE	
Fresh Market Offers Fresh Outlook ..	May 336
Renovation Unifies Western Plaza's Look	May 332
Retail Mix Is Solid As Oak (Oak Court Mall)	May 212
TEXAS	
Complex Enhances Downtown San Antonio (Rivercenter)	Jan 46
Dallas Center Merges Retail, Entertainment (West End Market Place)	Oct 64B
Entertainment Anchor Appeals To Regionals (Fame City)	May 328
Lone Star State In Retail Upswing (state review)	

TEXAS (continued)

review)	Oct 253
Take A Stroll Through The Parks (The Parks at Arlington)	May 190
Top Developers Survey	Jan 59
Top Developers Update	May 92
Top Managers Survey	Mar 41
Top Strip Center Developers Survey	Aug 41

U

URBAN RETAIL

Downtown Malls: Doing More Harm Than Good?	Apr 46
New Center Revives Depressed Area (Portales de Alisal, California)	May 408
Retail Growth Moves Downtown	Apr 42
Two-Income Families Feed Downtown Retail	Apr 106
UTAH	
Retail Growth Rests With Small Centers (state review)	Apr 82
Trolley Square Emerges From History's Pages	May 348

V

VIRGINIA

"Joy Of Shopping, The" (Tysons Corner Center)	Oct 190
Retail Picture Grows Brighter (state review)	Apr 90

W

WASHINGTON

Northwest Attracts New Players	June 53
Roebeling Meets Needs Of Changing Market (Everett Mall)	Oct 134
WASHINGTON, D.C.	
Capital Area Sees Rapid Retail Growth ..	Apr 86
WASHINGTON WATCH	
Asbestos Removal: A Tax Deductible Task	Dec 20
Antitrust Ruling Affects Discounters ..	July 17
Bill HR-3545 Could Affect Real Estate ..	Feb 18
Capital Gains Tax May Be Reduced	Apr 18
Congress Slow To Simplify TRA 86	June 14
Good And Bad News From The IRS	May 128
IRS Intensifies Partnership Scrutiny	Jan 26
Is Federal Money Being Improperly Channeled?	Sep 18
Reconciliation Act Has Pros And Cons ..	Mar 20
Tax Act Stirs Controversy	Aug 16
WISCONSIN	
Smaller Projects Flourish In Dairy Capital (state review)	Aug 68

(continued from page 178)

in duplicate tenancy in a property and allow a mall owner to capitalize on a potential vacancy in an otherwise fully occupied property. Merger activity has produced new store concepts, which has encouraged tenant remodeling and remerchandising — a trend that can be capitalized upon by an owner to update older units. Often mall owners can downsize larger tenant spaces, thus allowing room for a new store concept and increased sales volume.

Any redevelopment effort must begin with a detailed cost-benefit analysis. For example, the costs of attracting key high-end tenants into a mall — in the form of tenant allowance dollars or foregone rent — must be justified by having these tenants attract additional upscale retailers.

Creating a critical mass of high-end merchandise can translate into additional sales volume. The cost of upgrades to a mall, in the form of new lighting, carpeting, or other improvements to the common area, must also be justified by additional sales and rents.

There are, however, many redevelopment factors that are unquantifiable, including a prospective tenant's potential impact on the image of a center, the ability to differentiate a property in a trade area, and the ability to draw other tenants to the property. These and other similar potential benefits must be analyzed based upon the asset manager's judgment and experience. □

Christopher D. Budden is president and CEO of Richard Ellis Inc., New York.